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**An Evaluation of the
SC Certified Public Manager Program**

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CPM Project
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An Evaluation of the SC Certified Public Manager Program

Problem Statement

The South Carolina Certified Public Manager (CPM) Program is a nationally accredited management development program for public managers in South Carolina. The SC Budget and Control Board's Office of Human Resources (OHR) has been administering the CPM program since 1996, with 167 graduates.¹

In 2001, OHR conducted an assessment of the CPM program, which resulted in several key changes to the program. The changes that were implemented are as follows:

- *Updated management competencies drive new program structure and content to reflect what managers need to know now and in the future.*
- *The APM certificate is no longer a prerequisite in order to provide a more focused program to the CPM target group. Supervisory Skills remains the only prerequisite for the CPM Program.*
- *Participants attend the program as a cohort group to encourage networking and facilitate learning.*
- *CPM sessions are customized to the needs of the CPM candidate and are separate from the courses listed in the OHR Professional Development Calendar. CPM sessions include both classroom and experiential activities.*

The first cohort group, "the Class of 2003", consisted of 28 participants. The Class of 2003 began the program in September 2001, completed 300 hours of coursework over an 18 month period, and graduated in May 2003.

As a way to receive feedback about the 18 month program, CPM management conducted a SWOT (strengths, weaknesses, opportunities and threats) analysis among the program participants at the CPM Capstone Retreat held in March 2003. (Attachement A) This feedback was used to make adjustments, where appropriate, in the CPM program.

¹ CPM Brochure

In fact, several changes were implemented which not only have enhanced the program, but also have resulted in cost savings.

The Office of Human Resources has been measuring both qualitative and quantitative results of most program areas administered by OHR over the past several years. As with most training programs, quantitative results are included in the performance measures for the CPM program. However, there is a need to develop an instrument to capture qualitative measures from stakeholders/customers of the CPM program, as well as a need to establish baseline data that can be used to compare to data that is collected on future CPM classes. The instrument developed will endeavor to complete a Kirkpatrick type four-level evaluation, as outlined in the data analysis section below. As noted by Dave Basarab, Manager of Evaluation of Motorola University, "Don Kirkpatrick's four levels of evaluation give you the ability to measure training quality correctly, accurately, and skillfully."²

Data Collection

The most common reason for evaluating a program is to gain information on how to improve future training programs.³ After reviewing Kirkpatrick's four levels of evaluation and discussions with the CPM program manager it was determined that a comprehensive survey, including various types of questions, would be used as the data collection method. Surveys were developed for both program participants and their supervisors, which will provide feedback from two varying perspectives to help determine the effectiveness of the CPM program and ways in which it can be improved.

² Kirkpatrick, *Evaluating Training Programs*, p.ix

³ Kirkpatrick, p.18

(Attachment B & C) The surveys were administered electronically to the Class of 2003 graduates and their supervisors over a six-week period. The participant survey was conducted first, over a 3 week period, with the supervisor survey following over the last 3 week period.

Data Analysis

Evaluation based on Kirkpatrick's four levels is significantly applicable to the CPM program as described below:

The Four-Levels

Level 1 – Reaction – referred to as a “measure of customer satisfaction.”⁴

Obviously trainers want to have positive reaction from participants, as the future of a program depends on positive reaction. However, it is critical to receive both positive reaction and feedback on opportunities for improvement in any training program. Facilitators/trainers for the CPM program conduct “plus/delta reaction evaluations” following each training session which provides participants the opportunity to react favorably and unfavorably. This method imparts helpful information on ways to improve customer satisfaction. The feedback received has been used to make necessary changes in the program to meet customer satisfaction needs.

Level 2 – Learning – “learning has taken place when one or more of the following occurs: attitudes are changed, knowledge is increased, skill is improved.”⁵
The CPM program was designed to help managers gain knowledge and develop skills in

⁴ Kirkpatrick, p. 22

⁵ Kirkpatrick, p. 22

management, leadership, and process improvement. In addition to completing 300 hours of coursework, CPM participants must pass a written comprehensive examination and apply their knowledge by completing a project related to their agencies. These are the primary ways to measure the knowledge and skill components of the “learning level”. In addition, the survey design will obtain information about changes in participants’ attitudes related to management.

Level 3 – Behavior – evaluates change in job behavior as a result of attending the training program. According to Kirkpatrick, evaluating at this level is complicated and often difficult to do. He has provided several helpful guidelines and suggests ways of implementing them that can be used when evaluating at level 3. One of the guidelines states, “evaluators should survey and/or interview one or more of the following: trainees, their immediate supervisor, their subordinates, and others who often observe their behavior.”⁶ The CPM survey for both participants and supervisors includes questions designed to identify any change in behavior that occurred as a result of the training, as well as the application of newly acquired knowledge and skills on the job. That is the extent to which this evaluation project addresses level 3. However, in the future a more systematic and extensive approach should be considered based on the fact that the CPM program is a training program offered every year that has a high potential to have significant results on behavior changes.

Level 4 – Results – this being noted as the most important and difficult level to measure is defined as the final results that occurred because the participants attended the program.⁷ Almost all training programs have objectives aimed at accomplishing some

⁶ Kirkpatrick, p. 53

⁷ Kirkpatrick, p. 25 & 63

beneficial result. Likewise, the CPM program brochure lists a variety of benefits/objectives that have valuable end results. (Attachment D) One of the benefits listed states that services will be improved through the process improvement projects (the CPM project). Survey questions about the CPM project have been included in the evaluation for both participants and supervisors that will be used to measure level 4. Again, as with level 3, Kirkpatrick provides guidelines for evaluating results that may be useful for expanding the evaluation of the CPM program in the future.

Survey Results

Of the 29 CPM graduates who received the survey, 20 responded. Of those not responding, one is on maternity leave, one has taken another job out of Columbia, and one has retired, leaving six not responding. It was requested that each graduate provide the name of their supervisor and their e-mail address so the supervisor survey could be electronically submitted to them. Twelve names were submitted. Of the twelve supervisors who received the survey, 9 responded. The survey results are summarized in Attachments E and F.

A review of the results indicates that both the majority of the graduates and supervisors felt there was meaningful improvement in all surveyed areas with one exception. Responses to the open-ended questions from the graduates provide additional positive feedback about the program, as well as, suggestions for improvements. I believe the results of this survey reflect well on the value of the CPM program.

Implementation Plan

This plan outlines a comprehensive approach to evaluating the CPM program by using the Kirkpatrick 4-level evaluation model and conducting a survey of both graduates

of the program and their supervisors. The surveys' questions should be altered when appropriate and administered to every year's class of graduates and their supervisors. I recommend conducting the survey at least six months after the graduation date to obtain a better perspective of the overall benefits the program has brought to the employee and the agency. These survey results have established baseline data, which can be used for future comparisons. These qualitative measures will provide valuable information about the CPM program to management and staff.

In conclusion, I have often heard or read opinions from experts that evaluations are only as effective as what is done with the results. I hope that this evaluation has been and will continue to be a useful instrument to measure customer satisfaction and affect continued improvements in the CPM program.

Attachment A

CPM SWOT Analysis

CPM SWOT Analysis

Strengths

- 1) What is done well?**
 - 2) What should continue?**
 - 3) What helped you the most?**
- Cohort- continue
 - Retreats- bonding, relationships
 - Hours of classes
 - Schedule- finite and managed
 - Quality of instructors and variety - take home tests
 - CPM project, group sessions- Hardy/ Nathan
 - Information helped- materials, tools and bags
 - All self assessments
 - Web site, emails
 - Sequence of lessons
 - Change in course location
 - Presenters
 - Flexibility in scheduling (can make up missed classes)
 - Nationally recognized
 - Networking
 - State library
 - Tax deduction
 - A program of the future
 - Very topical
 - Workforce planning
 - Everything should continue except Exec. Strategies (pm)
 - Content of materials
 - Self assessments
 - Projects
 - Forcing us to work in groups (group assignments, presentation)
 - Activity based exercises
 - Interactions
 - Food!!! (group purchased food)

Weaknesses

What could be improved?
What should be avoided?
What are your unmet needs?

(Improvements) discussions groups on the test, more detailed review of materials, half day sessions s/b on Fridays, have all handouts avail and organized (especially overheads)

Organization of material

Expand training on culture/ diversity

Financial management

(Avoided) long – no interaction session

Some presentations were (seemed) irrelevant/ not helpful

A few presenters not effective- pure lecture

Executive institute in the afternoon

(Unmet needs) file and organization of materials for long term access

Ground rules- moderator in class room has control

Need more application time to complete some tasks

Would like continuation as a group

Administration of credit hours (sign in sheet posted). Errors with credit

Diversity training

Facility- bigger and better room

Uniform recognition of graduates among agencies (agency commitment to reward)

Opportunities

What can we do that we aren't doing now?

Do you see any interesting trends?

1. Learning (presentations about other state agencies)

2. Reunions for cohort groups

3. Practicing managing skills (apply)

4. Continuing Education

5. Project presentations (future)

6. Materials available electronically

Trends:

1. Cohort

2. Baby showers, h hour

1. Continue to network as a group after the program/ more legislative involvement/ more information on specific agencies

2. Panel discussions with government official law makers, etc.

Higher education credit

Membership included with cpm fees

Group pictures

(Could do)

Have more CPM's come speak to the current class (like at the beginning)

Organized snacks

Meet at different locations (like the DAODAS meeting)

(Trend)

Bonding of the group relationships

Threats

1) What obstacles does the program face?

- Budget constraints
- Possible elimination of program or consolidation
- Increased costs for materials, participation in program
- Private sector or another program offered in place of CPM
- Criteria for acceptance may change
- Too many other credentialing programs
- Lack of exposure to leader- Gov's, public, agency heads, and assembly
- Bad pool of applicants (attitudes)- scanning process should be thorough
- Politics
- Demand will reduce quality
- No incentive to complete CPM program
- Nonsupport of upper management and directors for participation
- Budget cuts
- Lack of agency buy-in
- Retirement of key people
- Attitude of public officials
- Under appreciating the value and return on the investment of the program
- Lack of ROI formula for program / individual participants in program

Attachment B

CPM Graduate Survey

Attachment B

**South Carolina Certified Public Manager Program
2003 Graduate Survey**

**Conducted by the Budget & Control Board
Office of Human Resources**

Please answer the questions completely.

1. Why did you go through the CPM program?

Select all that apply

- ☐ A. Job requirement
- ☐ B. Pay raise
- ☐ C. Self satisfaction
- ☐ D. Road to promotion
- ☐ E. Belief that CPM would improve my skills
- ☐ F. Recommended
- ☐ G. Other

2. Since you completed the CPM program, has your management responsibility increased?

- ☐ Yes
- ☐ No

3. How many employees do you currently manage?

- ☐ A. 1-5
- ☐ B. 6-10
- ☐ C. 11-15
- ☐ D. 15 - 20
- ☐ E. 20 or more

4. How much did the CPM program help your personal development?

No Improvement

1 ☐

2 ☐

3 ☐

4 ☐

Substantial Improvement

5 ☐

5. Please check any of the benefits your CPM training brought to you:

- ☐ A. More professional image
- ☐ B. Improved management skills
- ☐ C. Marketability
- ☐ D. Networking
- ☐ E. New approaches to agency problems and opportunities
- ☐ F. Process improvement skills
- ☐ G. Pay raise
- ☐ H. Promotion
- ☐ I. No Benefits
- ☐ J. Other:

6. How has your approach to management changed since completing the CPM program?

No Change

1 ☐

2 ☐

3 ☐

4 ☐

Substantial Change

5 ☐

7. Please select all that apply to your CPM project:

- ☐ A. Completely implemented
- ☐ B. Partially implemented
- ☐ C. Saved money
- ☐ D. Earned money
- ☐ E. Improved the quality service internal
- ☐ F. Improved the quality service external
- ☐ G. Provided information for future planning
- ☐ H. Fulfilled an agency requirement
- ☐ I. Increased staff efficiency
- ☐ J. Increased staff retention
- ☐ K. Improved staff morale
- ☐ L. Other:

8. As a result of your project implementation is the agency significantly better able to:

A. Improve quality of service?

- ☐ Yes
- ☐ No
- ☐ Unknown
- ☐ Does not apply

B. Plan for the future?

- ☐ Yes
- ☐ No
- ☐ Unknown
- ☐ Does not apply

Reduce costs?

- ☐ Yes
- ☐ No
- ☐ Unknown
- ☐ Does not apply

9. As a result of the CPM education you received, please rate the improvement you gained in:

A. Self Management/Personal Development

No Improvement

1 ☐

2 ☐

3 ☐

4 ☐

Substantial Improvement

5 ☐

B. Performance Management with Individuals and Groups

No Improvement

1 ☐

2 ☐

3 ☐

4 ☐

Substantial Improvement

5 ☐

C. Process Improvement

No Improvement

1 ☐

2 ☐

3 ☐

4 ☐

Substantial Improvement

5 ☐

D. Knowledge of State Government Environment and Trends

No Improvement

1 ☐

2 ☐

3 ☐

4 ☐

Substantial Improvement

5 ☐

10. Please rate the overall value that your employer received by allowing you to pursue your CPM credentials

No Value

1 ☐

2 ☐

3 ☐

4 ☐

Substantial Value

5 ☐

11. How have you handled work situations differently as a result of completing the CPM program?

12. Since completing the CPM program, are there any changes to the program you would suggest?

13. In your opinion, what other management topics would be beneficial to future CPM candidates and their organizations?

14. If you would like to make additional comments, please do so here:

Please complete all questions and e-mail to kfanning@ohr.state.sc.us.

Attachment C

CPM Supervisor Survey

Attachment C

**South Carolina Certified Public Manager Program
2003 Supervisor Survey**

**Conducted by the Budget & Control Board
Office of Human Resources**

Please answer the questions completely.

1. Why did you send your employee through the CPM program? Select all that apply.

- ☐ A. Improve management skills
- ☐ B. Improve productivity in the workplace
- ☐ C. Prepare for additional leadership responsibilities
- ☐ D. Increase performance
- ☐ E. Reduce employee turnover
- ☐ F. Recommended
- ☐ G. Other:

2. Since completing the CPM program, has your employee's management responsibility increased?

- ☐ Yes
- ☐ No

If yes, in what way?

- ☐ Manage more employees
- ☐ Manage more programs
- ☐ More financial responsibility
- ☐ Other:

3. Through your observations, how much did the CPM program help your employee professionally?

No Improvement

1 ☐

2 ☐

3 ☐

4 ☐

Substantial Improvement

5 ☐

4. Please check any of the benefits the CPM training brought to your agency:

- ☐ A. Improved management skills
- ☐ B. Improved productivity in the workplace
- ☐ C. Increased performance
- ☐ D. Reduced employee turnover
- ☐ E. Promotional opportunities
- ☐ F. No Benefits
- ☐ G. Other:

5. How has your employee's approach to management changed since completing the CPM program?

No Change

1 ☐

2 ☐

3 ☐

4 ☐

Substantial Change

5 ☐

6. Please select all that apply to the CPM project completed by your employee:

- ☐ A. Completely implemented
- ☐ B. Partially implemented
- ☐ C. Saved money
- ☐ D. Earned money
- ☐ E. Improved the quality service internal
- ☐ F. Improved the quality service external
- ☐ G. Provided information for future planning
- ☐ H. Fulfilled an agency requirement
- ☐ I. Increased staff efficiency
- ☐ J. Increased staff retention
- ☐ K. Improved staff morale
- ☐ L. Other:

7. As a result of the project implementation is the agency significantly better able to:

A. Improve quality of service?

- ☐ Yes
- ☐ No
- ☐ Unknown
- ☐ Does not apply

B. Plan for the future?

- ☐ Yes
- ☐ No
- ☐ Unknown
- ☐ Does not apply

C. Reduce costs?

- ☐ Yes
- ☐ No
- ☐ Unknown
- ☐ Does not apply

8. As a result of the CPM education received, what improvements have been gained in:

A. Self Management/Personal Development

No Improvement

1 ☐

2 ☐

3 ☐

4 ☐

Substantial Improvement

5 ☐

B. Performance Management with Individuals and Groups

No Improvement

1 ☐

2 ☐

3 ☐

4 ☐

Substantial Improvement

5 ☐

C. Process Improvement

No Improvement

1 ☐

2 ☐

3 ☐

4 ☐

Substantial Improvement

5 ☐

D. Knowledge of State Government Environment and Trends

No Improvement

1 ☐

2 ☐

3 ☐

4 ☐

Substantial Improvement

5 ☐

9. Please rate the overall value that you received by allowing your employee to pursue the CPM credential.

No Value

1 ☐

2 ☐

3 ☐

4 ☐

Substantial Value

5 ☐

10. Will you consider the CPM program for future employees?

☐ Yes

☐ No

☐ Maybe

11. If you would like to make additional comments, please do so here:

Please complete all questions and e-mail to kfanning@ohr.state.sc.us.

Attachment D

CPM Program Brochure

CPM Program Vision

Certified Public Managers are recognized by South Carolina state government leaders as premier candidates for leadership positions.

The South Carolina Certified Public Manager (CPM) Program is a nationally accredited management development program for public managers in South Carolina. The CPM designation is a professional credential that involves intensive study, practice, application, and testing. The Budget and Control Board's Office of Human Resources administers the CPM Program.

Key Program Features

- Builds customized developmental plans based on individualized assessments
- Uses a variety of highly qualified resources from the public and private sectors
- Demonstrates learning through application projects
- Includes a variety of rich developmental experiences such as process improvement projects, skill building exercises, case examples, and agency exchange visits.
- Includes cohort classes to enhance networking and learning

Managerial Competencies

Competency development is essential to managerial excellence in government. CPM competencies are based on input from agencies, the National CPM Consortium, Baldrige-based assessment criteria, and other leading edge leadership resources.

CPM competency clusters

- Self-management/personal development
- Leading individuals and groups
- Understanding organizational systems and cultures
- Knowledge of state government infrastructure and trends

Benefits

- Implement new approaches to agency problems and opportunities
- Improve services through process improvement projects
- Build "bench strength" through a pool of internally developed leaders
- Retain employees with leadership potential
- Graduates receive a nationally recognized credential
- Certified Public Managers hone skills by networking and continuing education through the Society of Certified Public Managers and the American Academy of Certified Public Managers

Target group

High achieving managers interested in a career in public administration. Especially applicable for employees with technical expertise who have the potential to assume leadership roles in their agency.

Prerequisite: HR Skills for Supervisors course

Credential Requirements

- 300 management development hours
- Meet testing and project standards

Timeframe: 18 months

Enrollment: Participants are enrolled as a cohort group once a year

For more information on the CPM Program, call the Office of Human Resources at 734-9080 or visit our website at www.state.sc.us/ohr

Attachment E
Summary of Surveys

SC Certified Public Manager (CPM) Program 2003 Survey

NUMBER OF GRADUATE SURVEYS		NUMBER OF SUPERVISOR SURVEYS	
# of graduate surveys e-mailed	29	# of supervisor surveys e-mailed	12
# of surveys returned	20	# of surveys returned	9
SURVEY QUESTIONS		SURVEY QUESTIONS	
Why did you go through the CPM Program?		Why did you send your employee through the CPM program?	
Job Requirement	0	Improve management skills	6
Pay Raise	3	Improve productivity in the workplace	2
Self Satisfaction	10	Prepare for additional leadership responsibilities	6
Road to Promotion	6	Increase performance	4
Belief that CPM would improve skills	15	Reduce employee turnover	1
Recommended	7	Recommended	2
Other:	1	Other	3
* desire to improve my skills, make myself more valuable to agency and more marketable in the workforce			
Since completing the CPM program has your management responsibility increased?		Since completing the CPM program has your employee's management responsibility increased?	
Yes	9	Yes	6
No	11	No	3
How many employees do you manage?		If yes, in what way	
1-5	10	Manage more employees	4
6-10	1	Manage more programs	4
11-15		More financial responsibility	3
15-20	1	Other:	3
20 or more	4	*taken a more involved interest in overall operation of the office	
		*greater responsibility in the implementation of a new system	
		*assumed responsibility for RFP purchasing & chief information contact for new statewide computer fire dispatch system	
How much did the CPM program help your personal development?		Through your observations, how much did the CPM program help your employee professionally?	
Rated on a five point scale		Rated on a five point scale	
1 = no improvement		1 = no improvement	
2		2	
3	4	3	2
4	14	4	5
5 = substantial improvement	2	5 = substantial improvement	2

SC Certified Public Manager (CPM) Program 2003 Survey

Benefits CPM training brought you:		Benefits CPM training brought to your agency:	
More professional image	10	Improved management skills	9
Improved management skills	18	Improved productivity in the workplace	1
Marketability	12	Increased performance	2
Networking	15	Reduced employee turnover	1
New approaches to agency problems/opportunities	15	Promotional opportunities	3
Process improvement skills	19	No benefits	
Pay raise	6	Other:	1
Promotion	4	* gave employee broader viewpoint	
No Benefits			
Other			
How has your approach to management changed since completing the CPM program?		How has your employee's approach to management changed since completing the CPM program?	
Rated on a five point scale		Rated on a five point scale	
1 = no change		1 = no change	
2	1	2	
3	10	3	1
4	7	4	7
5 = substantial change	1	5 = substantial change	1
Select all that apply to your CPM project:		Select all that apply to your employee's CPM project:	
Completely implemented	5	Completely implemented	3
Partially implemented	8	Partially implemented	3
Saved money	3	Saved money	1
Earned money		Earned money	
Improved the quality of service internal	8	Improved the quality of service internal	4
Improved the quality of service external	5	Improved the quality of service external	3
Provided information for future planning	9	Provided information for future planning	6
Fulfilled an agency requirement	2	Fulfilled an agency requirement	
Increased staff efficiency	3	Increased staff efficiency	2
Increased staff retention	1	Increased staff retention	
Improved staff morale	1	Improved staff morale	1
Other:	4	Other:	3
Improved record retention & management(electronically)		* Beginning to implement	
		*Success of project has presented other opportunities to expand on original project. These opportunities are being implemented.	

SC Certified Public Manager (CPM) Program 2003 Survey

As a result of your project is the agency better able to:		As a result of the project is the agency better able to:	
Improve quality of service		Improve quality of service	
Yes	11	Yes	5
No		No	
Unknown	4	Unknown	3
Does not apply	3	Does not apply	1
Plan for the future		Plan for the future	
Yes	11	Yes	5
No		No	
Unknown	5	Unknown	2
Does not apply	3	Does not apply	2
Reduce costs		Reduce costs	
Yes	7	Yes	3
No	1	No	2
Unknown	9	Unknown	2
Does not apply	2	Does not apply	2
CPM education has resulted in improvements in:		CPM education has resulted in improvements in:	
Rated on a five point scale		Rated on a five point scale	
Self Mangement/Personal Development		Self Mangement/Personal Development	
1 = no improvement		1 = no improvement	
2		2	
3	4	3	2
4	13	4	6
5 = substantial improvement	3	5 = substantial improvement	1
Performance Management w/ individuals & groups		Performance Management w/ individuals & groups	
1 = no improvement		1 = no improvement	
2		2	
3	8	3	2
4	9	4	6
5 = substantial improvement	2	5 = substantial improvement	1
Process Improvement		Process Improvement	
1 = no improvement		1 = no improvement	
2		2	
3	5	3	4
4	13	4	4
5 = substantial improvement	2	5 = substantial improvement	1

SC Certified Public Manager (CPM) Program 2003 Survey

Knowledge of state government environment & trends		Knowledge of state government environment & trends	
1 = no improvement	1	1 = no improvement	
2	1	2	1
3	8	3	
4	8	4	5
5 = substantial improvement	2	5 = substantial improvement	2
Rate the overall value your employer received from allowing you to pursue the CPM credential		Rate the overall value your employer received from allowing you to pursue the CPM credential	
Rated on a five point scale		Rated on a five point scale	
1 = no value		1 = no value	
2		2	
3	3	3	1
4	12	4	7
5 = substantial value	4	5 = substantial value	1
		Will you consider the CPM program for future employees?	
		Yes	9
		No	
		Maybe	

Attachment F

Graduate Responses

Attachment F

Graduate Survey Responses to Open ended questions

How have you handled work situations differently as a result of completing the CPM program?

- I have approached situations that were once difficult to me personally, professionally with an open mind. I have been objective when dealing with work situations.
- Yes, I have tried to manage my staff using many of the principles of management which were strengthened through completing the CPM program. I often try to make my employees understand the Process as it relates to the overall goal of the agency.
- By applying the latest proven techniques and principles to everyday situations, as well as addressing those unexpected problems that may arise.
- Yes
- Since completing the CPM program, I have delegated more tasks to my staff to complete. I now have time to concentrate on other job tasks/duties
- I have drawn upon my learned skills from the CPM program when thinking of solutions to problems and how to interact with others. I have used learned skills in my graduate studies.
- Yes
- Yes
- I am able to identify how to deal with staff due to their personal traits and learning styles.
- I investigate the cause of a disruption more thoroughly prior to making a decision. I work closer with the Human Resources personnel when dealing with disciplinary issues. I have better control of my temper.
- No change
- The program helped me to have a better understanding of the people I work with. I believe that I am now a little more flexible and hopefully more realistic in my expectations and goals as a manager.
- Yes
- I am more aware of the importance of planning, looking closely at process problems and the importance of being proactive.

- Yes. I have a broader view of issues and how to address them.
- Having been a manager for years, many of the things that I learned in the CPM came instinctively to me. But, I am much more confident in following my instincts now.

Since completing the CPM program, are there any changes to the program you would suggest?

- None further
- No, the program was very well designed.
- Educate agency executive staff (directors/deputy directors, etc.) as to potential benefits of having CPM graduates as part of their workforce
- Make it more of a required course for new managers in state government.
- I would like to have had more communication skills directly related to employee counseling and motivational skills.
- None
- It would be good if there was some way to continue the learning process of the CPM program – maybe bi-annual refresher courses. It is a let down once it is over.
- Have sessions at various agencies to gain a better knowledge of each
- Maybe more promotion of the program so that more people become aware of the many advantages the program offers; and each graduate should be able to get a ring!
- Yes, I would suggest that each State Agency with a participant(s) be required to develop a career progression plan for those who have completed the program. I am still finding that officials within my direct organizational structure are not willing to provide promotions and other workshops to me as a graduate. I would say that resentment is somewhat present. This maybe from a lack of their really understanding the credentials of the program. I continue to see others with less getting promoted to managerial positions within the agency.
- More focus on state government processes
- The CPM program is a major hit, as far as I am concerned. I would like to see it become mandatory for all state government employees who manage staff.

- Would like to see more detail information on State Government operations. Specifically those agencies that provide support functions to other agencies (i.e. B&CB, CIO, MMO, ITMO, MVM, and Legislative support functions). Some of this was covered but more time should be given (i.e. several class days).
- I am pleased with the overall benefit of your program and have no suggestions at this time.
- I believe one of the most significant programs was the ropes course. I had always considered ropes courses to be just another hook for professional trainers to make money. My opinion is quite different now. I am still amazed that we balanced that tetter totter, then moved everyone to opposite sides, while maintaining the balance. It's interesting what a team can do if they work together. Once we identified who had the best ideas and shut up and listened to them, we succeeded. It confirmed to me that one of the primary lessons for any manager is that they do not have to do everything or control everything. A manager's primary job is to discover talent in people, develop that talent, delegate them the authority and responsibility necessary to complete a task, and get out of their way.

In your opinion, what other management topics would be beneficial to future CPM candidates and their organizations?

- I would like to see the CPM program have more classes geared toward workforce planning and diversity.
- Addressing how to remain motivated and also how to advance within the organization when faced with individuals who are not committed to providing a fair and objective environment when it is time for promotions or attending workshops or other career building opportunities.
- Possibly in the multi-culture awareness portion, offer the opportunity to take conversational Spanish, maybe do a little more with governmental processes – involve lawmakers, tour Statehouse during Session, etc.
- Robert's Rule of Order
- Can't think of any – the program was so comprehensive
- I feel the topics discussed were sufficient
- We received information on four U.S. generations and their generational personalities. I would have liked more information on managing the different generations under one roof.
- More of the HR related information managers have to deal with.
- Current offerings seem adequate.

- None. As stated above, the program was very well designed.
- The current programs touch on the management topics that are most helpful.
- I don't know if there are courses on identifying and developing employees; talents, but it is a vital skill for any manager.

If you would like to make additional comments, please do so here:

- None
- I have joined the South Carolina Society of Certified Public Managers in hopes to stay motivated.
- I wish all managers that work for me could go through this program. I wish all state agency leaders were required to go through this program.
- I am fortunate and privileged to have had the opportunity to participate in the APM and CPM Programs. I owe that to my Agency Director, Human Resource Director, and immediate Supervisor. I would recommend these to anyone interested in improving their management skills while enjoying the opportunity for participation in a very prestigious program offering a proven curriculum. At the same time, you can study, learn, and network with ambitious and goal-oriented people who also are seeking opportunity and self-improvement. I plan to enjoy the benefits of earning the CPM Credential throughout my career, hopefully in State Government, but wherever and whatever I do.
- The State of SC, (Budget & Control Board) spent a significant amount of money and time to provide me with the training to obtain the designation of a Certified Public Manager. My agency will not benefit from this training unless it utilizes the investment it has made in the individuals that are sent to the CPM Program.
- Due to the changes with reorganizing and restructuring within the agency, my duties and responsibilities have changed. My role has changed drastically, partially due to my CPM project. I am now working on policy development and process development for specific program areas. Additionally, I am developing forms and procedures to be used in order that service delivery is more efficient. This "new" process has been implemented statewide. I continue to monitor for any changes or adjustments that may be needed. Being in the CPM program was certainly beneficial. With the knowledge gained, I am able to apply it to my new responsibilities.
- The CPM program opened my eyes to the volumes of theory available on topics from human resource management to process improvement. It has made me a better employee for SCPRT. I recommend this program to anyone who wants to grow personally and professionally and to those who want the skills necessary to take on greater and greater responsibilities within their organization.